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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Assistant Director for Operations

DATE: 15 July 1953

FROM : Administrative Assistant, OAD/O

SUBJECT: Comment on Personnel Office

1. Certain personnel functions must be performed by individual offices. These include time and attendance reports, personnel evaluations, personnel actions, training, etc. Because of Personnel Division's apparent lack of understanding of OO's requirements, it is often desirable to conduct our own recruitment, particularly of professional personnel.

2. Wrong impressions are often given in an initial interview which could cause a well-qualified prospect to withdraw his application. Promises are made which cannot be kept. This leads to low morale and often the loss of an employee. Promotions should come from within and it should be possible to canvass the Agency for qualified applicants rather than recruiting without.

3. Employees who have requested transfer and have been channeled through Personnel Division often feel that their case is being neglected. These employees should be kept advised of their status, whether or not they had made a good impression in an interview and if not, why not. They should also be given appropriate advice. When such things are covered up or prolonged, lower morale inevitably results.

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